



# **UNITED STATES MARINE CORPS**

## **Installations Campaign Plan (ICP)**



**1 January 2000**



***"Our bases and stations are the 'fifth element' of the MAGTF...."***

***Commandant's Guidance, July 99***

The Commandant's Guidance clearly articulates the importance of our installations, and points to the need for our installation management efforts to remain focused on supporting the warfighter. This requires that we always provide proper and timely support across the entire spectrum of infrastructure requirements. It is imperative that we meet all changing requirements as the Marine Corps moves to implement concepts like Operational Maneuver from the Sea (OMFTS). To do so, we must institutionalize cross-functional ties with those generating new concepts and capabilities for our Corps. This will ensure early identification of infrastructure requirements allowing us to plan ahead, leverage the latest technological advances, and incorporate innovative processes to

ensure the right support is available at the right time to maintain the Nation's premier force in readiness.

This Installations Campaign Plan (ICP) is my vision to ensure our installations provide and sustain the optimum facilities, services, logistics, and support activities to continue to make and train Marines, and maintain readiness in the 21<sup>st</sup> Century. It will enable our Installation Commanders and our leadership to adjust for future operational concepts and meet these USMC warfighting missions.

To operate in the austere funding environment of the future, we have to manage our installations smarter, look for ways to reduce costs and minimize uniformed structure in our supporting establishment and return those structure billets to the operating forces. To do this, we must explore the latest management tools and incorporate applicable Better Business Practices from highly successful commercial industries, moving forward with the solid foundation required to support our fighting forces.

Implementation of the ICP requires full participation with integrated communication across functional lines as well as up and down the chain of command. As the "fifth element" of the MAGTF, we must work hand in hand to ensure that our Operating Forces maintain the highest level of readiness and can deploy in a moment's notice when called upon as the Nation's 911 force.

**Gary S. McKissock**  
**Lieutenant General, USMC**  
**Deputy Commandant for**  
**Installations and Logistics**

## **INTRODUCTION**

***"Installations are the “platforms” from which we project expeditionary power by deploying and sustaining the MAGTFs."***

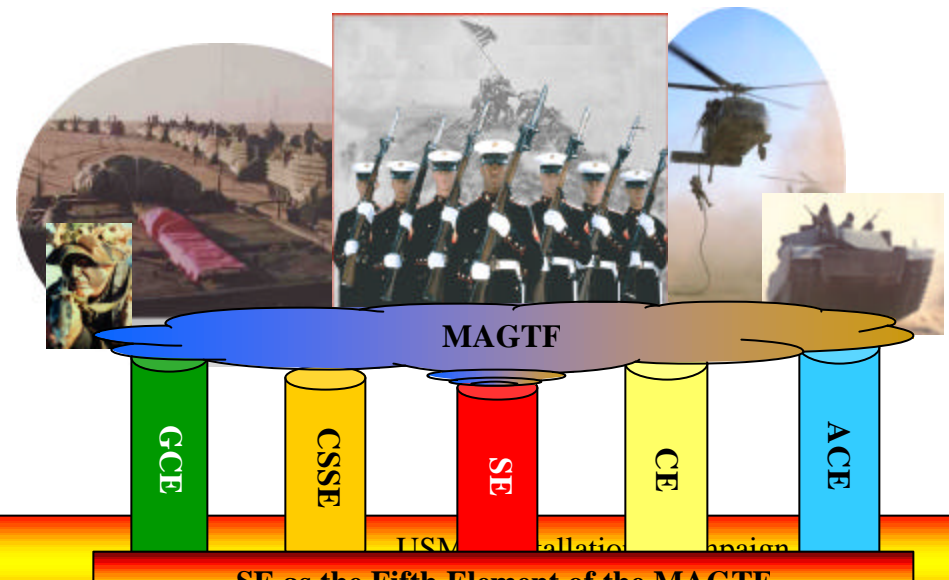
***Commandant's Guidance, July 99***

Installations are an integral part of the MAGTF foundation. They enable the creation, sustainment, and deployment of Marines. Additionally, readiness of the operating forces, whether forward deployed or in garrison, depends on healthy and robust installations. Installations serve as our launch platforms; land, airspace, and water access make up training ranges while maneuver areas, and buildings provide the classrooms where Marines learn and maintain their critical battle skills. *“Without installations, there is no readiness.”*

Marine installations worldwide are valued in excess of \$25 billion and must be optimized by matching requirements to assets.

Installations have been characterized as the Corps' aircraft carrier, the platform from which our expeditionary operating forces launch. To be effective, our "carrier" must be adequately staffed, maintained, and operated in order to properly execute its mission of providing the *right* infrastructure at the *right* time and in the *right* place to support Marines forces. An aircraft carrier must execute a wide sweeping turn to bring it into the wind for launch. Similarly, our installations must be prepared to alter course to meet the changing missions of the operating forces. Because of the long lead-time involved with making facility changes, our task is to anticipate upcoming changes and make continual course modifications, ensuring we always track into the wind.

This ICP provides the vision and direction to develop, maintain, and sustain our installations. The plan is divided into three core areas: Readiness, Sustainment and Reform. Our installations support the readiness of our fighting forces, either directly or indirectly, whether garrisoned or forward deployed. Sustaining these installations directly impacts that readiness and includes maintaining the highest possible quality of life for our Marines and their families. To achieve this readiness while improving quality of life, we will advocate new business initiatives and innovative



management of our infrastructure through infrastructure reform – supporting future warfighters by incorporating process improvements and competitive sourcing techniques.

The Installations Advocacy provides a forum to articulate the installations' voice and to shape infrastructure policy and assess its readiness. The Board will formulate the Installation position on significant issues and review resource requirements for presentation to the MROC. The Board will also ensure we track toward the vision articulated in this Plan.



## **READINESS**

***“Without installations, there is no readiness.”***

***Commandant's Guidance, July 99***

Installation management is an integrated system of processes and functions that supports and sustains in-garrison and deployed Marines. To maintain the readiness of our Operating Forces, we will anticipate, identify and articulate installation requirements for training, programs, systems, organizations, facilities support, and services. Because infrastructure is a critical planning consideration, we will conduct early coordination to ensure the required infrastructure is in place when the equipment, systems and organizations are fielded or established.

### **ACCESS TO CRITICALLY NEEDED LAND, AIRSPACE, AND AMPHIBIOUS TRAINING AREAS**

To fulfill the installation's integral role in readiness of our operational forces, we will adequately forecast, obtain and sustain access to critically needed land, airspace, and amphibious areas to provide sufficient and adequate venues for the training and operations of all Marine components. We will enhance our environmental and encroachment prevention programs because these programs serve as tools for installation and operating force commanders to meet federal, state and local laws and preclude downgrading or loss of training or operational opportunities. We will enhance our “good neighbor” policy with surrounding

communities to ensure mutual support of both our needs and concerns.

### **Critical Access Goals**

- 1. Provide continued and uninterrupted access to ranges, airspace and amphibious training areas.**
- 2. Retain all critical assets (land, airspace and water).**



### **SUPPORT TO THE FORWARD-DEPLOYED MARINES**

Installation requirements must be met at the right place and time to support the CINC's operational needs. These include sustainment support; mount-out facilities; contracting support during contingencies; natural disasters, emergency and humanitarian relief support; and installation mobilization planning. Further, installations continue to support forward-deployed Marines, streamlining the movement of freight and personnel through use of



innovative traffic management processes, capitalizing on joint service initiatives. To ensure the sustainment of forward-deployed forces, we will pursue the purchase of Blount Island, the loading and maintenance facility for our Maritime Propositioned Force (MPF) capability. To support and implement CINC contingency plans, we will ensure that installation master plans are in place and feasible. Further, we will ensure the myriad services including food preparation and support programs, laundry services, health and

comfort support, and contingency contracting are available to support Marine Corps deployment plans.

## MARINE CORPS INSTALLATIONS 2020 PLAN

*"Facilities personnel must have a voice as we develop new warfighting capabilities so they can assess the long-term impact on these critical assets."*

*Commandant's Guidance, July 99*

Installations provide a critical connection to the operating forces. We will ensure that installations meet the operating force requirements for training and sustaining Marines and supporting QOL for Marines and their families. This presents a significant challenge in today's changing environment. However, we will see through this "fog of change" and shape our installations so the Marine Corps of tomorrow operates in the most efficient manner. We will determine what is important to provide, find appropriate ways to provide it, and ensure consistency across the Marine Corps.

We will anticipate and support the operating forces of tomorrow by providing the proper base structure. We will ensure the right organization is in place while not knowing whether contractor or in-house staff will be managing our bases of the future. Our bases will balance a need for self-sufficiency with the ability to acquire services from other organizations – both public and private.

We will provide for the construction, operation, and maintenance of our installations, and will incorporate energy and environmental efficiencies and sustainable building designs. In managing our facilities, we will: incorporate new information technology systems and innovative processes to adapt to evolving concepts and changing missions; look regionally to identify installation excesses

and shortfalls in mission critical categories; analyze alternate sourcing, such as joint-use leasing, to satisfy facilities deficiencies; replace existing facilities at their design life; and divest of unneeded infrastructure.



This Marine Corps Installations 2020 Plan will address the construction, operation, and maintenance of our installations, and will incorporate energy and environmental efficiencies and sustainable building designs. It will incorporate newer information technology systems and innovative processes to adapt to evolving fighting concepts and changing missions. It will identify infrastructure excesses and shortfalls across regions for mission critical categories. It will include a comprehensive divestiture plan that integrates present and future requirements while divesting of unneeded infrastructure as well as replacing existing infrastructure at its design life.

### Installations 2020 Plan Goals

- 1. Provide adequate facility assets to meet all mission requirements.**
- 2. Have required infrastructure in place for equipment and organizational fielding.**
- 3. Divest inefficient assets at every opportunity.**

## SUSTAINMENT

## SUSTAINMENT

***"We cannot continue to mortgage the future of our bases and stations and still expect to develop, train, and maintain a modern force that is prepared to win our Nation's battles." Commandant's Guidance, July 99.***

Integral to the viability of living, training and working, infrastructure provides a wide range of facilities and services to sustain the Marines development, training and readiness and supports quality living and working conditions for Marines, Marine families and our civilian work force. The Installations are responsible for the stewardship of our assets, improving support to QOL programs and strengthening mutually beneficial relationships with surrounding communities. These programs allow our Marines to train to the highest level of readiness while providing quality living standards for our Marines and Marine families. We will think in terms of sustaining our installations in much the same way as we traditionally think of sustainment of the Operating Forces. We will provide adequate funding levels to sustain high standards, provide and maintain various facilities to meet the needs of our Marines and thereby respond to the high level of readiness expected of our Operating Forces.



### **WARFIGHTER AND WORKFORCE SUPPORT**

***"We accept that our first priority is mission accomplishment; we value the individual as the strength of the institution; we hold as one of our cornerstones taking care of Marines. This sense of services enriches us." Commandant's Guidance, July 99***

Installations support the Marine warfighter, our installation workforce, and Marine families in ways that directly support readiness. By caring for their families, an installation enables the warfighters to focus totally on mission when called upon to do so. Through logistical support and myriad facilities, such as gyms, recreational fields, training ranges, maneuver lands, housing, and fully equipped training classrooms, installations support the

foundation from which the Operating Forces “launch” into their various missions.

### Housing Services

*Bachelor Housing* – We will provide adequate barracks space and living amenities for all Marine and assigned Navy bachelor junior enlisted and Non-commissioned Officer personnel. This entails: providing guidance on the management and occupancy of barracks consistent with unit integrity requirements; dedicating Military Construction funding to build barracks to meet a two-man assignment standard; using Public Private Venture (PPV) projects where it makes sense and is consistent with mission requirements eliminating the barracks backlog of maintenance and repair; and replacing furnishings on a whole-room basis.

*Family Housing* – Through a balance of available assets and programs, we will ensure access to adequate housing for our married Marines and their families. Our programs will help Marine families find suitable and affordable housing in the community or in government owned or controlled houses. We will strengthen housing referral functions and broaden access to the private housing market. We will incorporate all housing services into “one stop” shopping for all military members and their families and expand access to suitable, affordable private sector housing. Where construction of new units or renovation of existing units is necessary, we will pursue PPV projects where it makes sense.



### Facilities Readiness

We will provide a variety of facilities that play a significant role in sustaining the training and enhancing the high QOL of Marines. We will update and improve all aspects of our installations. We will provide and maintain computerized, fully-equipped classrooms, live-fire and highly instrumented training ranges, state-of-the-art warehouses, specially designed maintenance installations, family service centers, post exchanges and commissaries, modern community and day care centers and all the utility services required to meet the needs of the fighting forces. To sustain the Operating Forces, whether in garrison or forward-deployed, we will design and measure readiness and assessment factors to identify, articulate and address shortfalls through the Commanding Officer’s Readiness Reporting System (CORRS). We will refine and quantify this methodology to best meet the strategic and daily demands of our installations.

### Logistical Activities And Support Services

*Traffic Management:* We will support the dynamic and rapid deployment requirements of the Nation’s 911 Force. Our traffic management system will incorporate and integrate with emerging DoD/Joint distribution processes. We will consider partnering opportunities, automation, and competition, where it makes sense. We will



evaluate and integrate the best mix of commercial practices into the USMC freight transportation business processes. We will also develop holistic, best value approaches to permanent change of station relocations and business (TAD) travel to provide Marines better and more seamless service. This effort directly supports the DoD reengineering movement of personal property initiatives and should increase the QOL and ease the transition period for Marines and their families during this unsettling time in their lives.

*Contracting:* We will leverage new technologies to allow the Marine Corps to streamline existing contracting processes and take advantage of emerging approaches. We will reduce Logistics Response Time (LRT) and improve our ability to acquire necessary supplies and services for both operating forces and our installations through increased use of Electronic Commerce (EC), installation and implementation of the Standard Procurement System (SPS), and emphasis on more efficient use of the Government-wide commercial purchase card.

### Warfighter and Workforce Support Goals

1. **Provide adequate barracks space for all bachelor junior enlisted and NCOs, with 2-Man assignment.**
2. **Provide adequate housing and/or housing services for all Marine families.**
3. **Attain and maintain critical infrastructure at CORRS level 2.**
4. **Provide seamless transition of Marines and Marine families from one base or station to another location.**
5. **Provide dynamic and rapid delivery of materiel whenever and wherever required.**
6. **Fully implement SPS and maximize use of EC and the Government-wide commercial purchase card.**

### BASE OPERATING SUPPORT (BOS)

Our ability to 'launch' assumes fully supportive installations. It takes consistent integration and effective coordination of all programs and resources to provide the base operating support necessary to conduct and sustain operations.

We will provide stable and sufficient Base Operating Support (BOS) funding at the baseline level necessary to provide all critical and essential services. We will develop a balance of not



diminishing services to our Marines, while minimizing costs through selective contracting, proper maintenance and repair programs, critical review of all available resources, and installation reform.

### BOS Goal

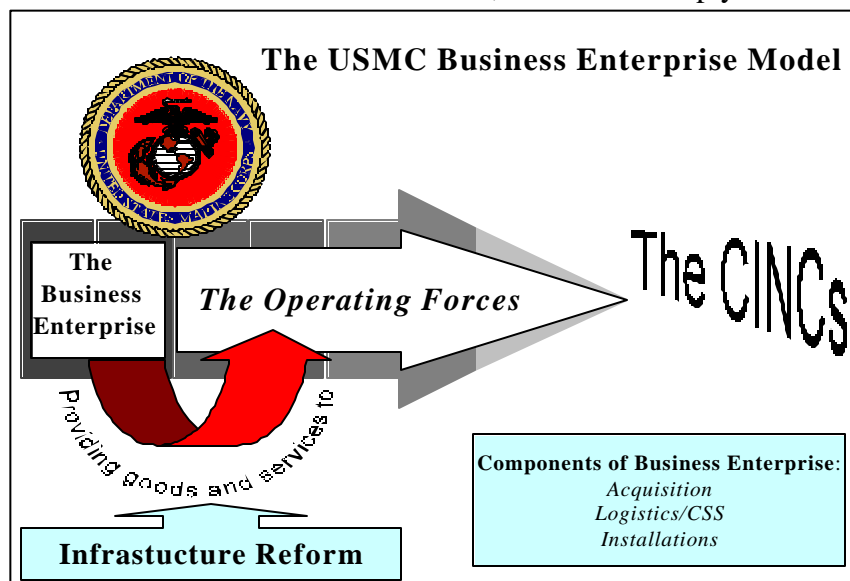
**Provide uninterrupted access to critical assets by adequately funding essential operations and services.**

## INSTALLATION REFORM

*"Our willingness to embrace change is one of the Corps' great strengths ..... Continue to encourage thinking and initiative."*

*Commandant's Guidance, July 99*

We will implement the Marine Corps Revolution in Business Affairs through Installation Reform (IR) by incorporating, where feasible, the best business practices of the private and public sectors across Marine Corps installations. Our IR program focuses on improving the delivery of goods and services while reducing costs and overhead, and builds upon many national initiatives such as the National Performance Review, the Commission on Roles and Missions and the Defense Reform Initiatives. With IR's strong emphasis on competitive sourcing as a tool for achieving efficiencies in commercial functions, we will comply with the



direction from the Deputy Secretary of Defense to accelerate the competition of commercial functions and apply the savings derived to modernization. By dramatically increasing the effectiveness and efficiency of our installations, we will improve the support provided to the operating forces and provide much-needed funds to support modernization requirements.

Our IR program relies upon the four key tools identified in the Defense Reform Initiative to improve business practices: Elimination, Regionalization, Reengineering, and Competition. Through IR, we recognize the need for an effective system to measure both costs and performance that is critical to ensuring that savings are real, enduring and are not achieved at the expense of mission. To accomplish this goal, we will implement Activity Based Costing (ABC) across all Marine Corps installations.



### **IR TOOLS**

Elimination. Installations will review non-critical functions to identify candidates for elimination, reduction, and, where appropriate divestiture through privatization initiatives. Privatization initiatives are limited to the family housing and utilities functions.

Regionalization. East/West Coast Regional Review Boards will examine organizational and functional realignments to consolidate responsibilities for the provision of goods and services across

organizations or discrete geographic areas. Realignment will have the goal of reducing costs while maintaining or improving the existing levels of performance.

Reengineering. We will review all functions not competed under an A-76 competition. This review will identify desired outcomes



for existing processes and seek the best way to achieve that outcome by applying rigorous analysis and making changes to existing processes and methodologies. We will use Activity Based Management (ABM) to assist installations in this

review. Using data from ABC models, installations will identify targets for review, and conduct reengineering analyses to reduce costs and maintain or improve performance

Competition. We will review all Marine Corps commercial functions and determine if they should be competed in compliance with the guidance for conducting cost competitions outlined in the Revised Supplemental Handbook to OMB Circular A-76. Where determined, we will compete studies in the minimum time possible.

## IR MEASUREMENT

Installation Business Model. We will use this consistent, Marine Corps-wide model, focused around common installation business areas, functions, and sub-functions, to standardize the collection of

data associated with the resources and requirements that the installations need to support the MAGTF.

Activity Based Costing. Installations will use data collected using centrally funded, industry-standard ABC software and methodologies to determine more accurately the true costs of their operations. With this data, they will identify costs, develop performance metrics for each sub-function in the installation business model, and document savings resulting from IR initiatives. We will use these metrics to ensure that cost savings are not achieved at the expense of diminished performance and reduced readiness.

## IR IMPACTS ON PERSONNEL

*Military Personnel:* We will civilianize or outsource, wherever possible, functions being performed by Marines across our installations when doing so will not impact billets needed to satisfy career progression and rotational requirements. We will meet the Commandant's goal of returning as many of our Marines as possible to the operating forces through these initiatives.



*Civilian Personnel:* While recognizing that IR initiatives may result in civilian personnel reductions, we will exploit every opportunity within the civilian personnel system to minimize disruption and to maximize placement and retraining opportunities. Recognizing the wealth of knowledge and experience resident in our civilian Marines, we will empower our workforce by maximizing their participation in every IR initiative. We will implement

comprehensive communication plans to keep the workforce fully informed of the progress of each IR initiative.

### **Installation Reform Goals**

- 1. Return Marines to the operating force.**
- 2. Improve installation business processes through A-76 competitions, reengineering, regionalization, and the elimination of non-critical functions.**
- 3. Competitively source commercial activities wherever feasible.**
- 4. Develop accurate cost and performance measures. Ensure that cost reductions are both real and enduring and that they are not achieved at the expense of diminished performance and readiness.**
- 5. Maximize civilian workforce participation in IR, while minimizing workplace disruption.**

